

**Ms. Mary A. Manning  
Mr. James M. Fleming  
Dr. Kristin Pangallo**



**Ms. Beth Anne Cornell  
Mr. Manny Cruz  
Ms. Amanda Campbell**

**Mayor Kimberley Driscoll, Chair**

“Know Your Rights Under the Open Meeting Law, M.G.L. c.30A § 18-25 and  
City Ordinance Sections 2-2028 through 2-2033”

DATE POSTED: March 30, 2022

**REGULAR SCHOOL COMMITTEE MEETING**

Notice is hereby given that the Salem School Committee will hold a **Regular School Committee meeting on April 4, 2022 at 7 p.m.** This is an on-line Zoom meeting.

**Zoom Link to participate:**

<https://us06web.zoom.us/j/81330874877?pwd=dTF4dFMreXZQMmpxMVMxZUZCcVRYdz09>

**Passcode: 9wQGud**


**I. Call of Meeting to Order**

**a. Summary of Public Participation Policy (SC Policy #6409).**

Read aloud: *The Salem School Committee would like to hear from the public on issues that affect the school district and are within the scope of the Committee's responsibilities. Spanish interpretation is available for anyone who needs it.*

**b. Live Spanish Interpretation.**

Spanish language interpretation is now provided for all Regular School Committee meetings. To listen to this meeting with Spanish language interpretation, please see instructions below:

1. Click **Interpretation** .
2. Click **Spanish**
3. (Optional) To hear the interpreted language only, click **Mute Original Audio**.

**c. Instructions for Participating in Public Comment**

Should any member of the Salem community wish to participate in public comment during this meeting, please click on the below link to sign up and submit your comment electronically: <https://forms.gle/SzS9i72SBqvUHFEB7>. A district staff member will be compiling all comments which will be shared with members prior to the end of the public meeting. Comments will also be summarized in the meeting minutes. Please contact Jensen Frost at [jfrost@saalemk12.org](mailto:jfrost@saalemk12.org) or 617-285-7567 with any questions or to report any technical difficulties you experience.

**II. Approval of Agenda**

**III. Approval of Consent Agenda**

- a. Approval of minutes of the Regular School Committee meeting held on 03/21/22
- b. Approval of Warrants: 3/24/2022 - \$789,263.29; 3/31/2022 - \$258,763.94

**IV. Public Comment**

Please see above for instructions on participating in public comment.

V. **Student Showcase - Witchcraft Heights Elementary School**

VI. **Superintendent's Report**

- a. Salem High redesign presentation
- b. Update on SPS logo, core values, tag line
- c. Memo re: Student Advisory Committee

VII. **Report from the Student Representative – Hawa Tabayi**

VIII. **Action Items: Old Business**

IX. **Action Items: New Business**

- a. Deliberate and vote to accept & support Superintendent's recommendations on SPS core values, logo and tagline

X. **Finance & Operations Report**

- a. Budget transfers

XI. **Subcommittee Reports**

- a. Policies for second reading
  - i. 3601 Student Transportation Services
  - ii. 1102 Advertising in the Schools
- b. Discussion regarding Policy 6502 Student Advisory Committee

XII. **School Committee Concerns and Resolutions**

XIII. **Adjournment**

Respectfully submitted by,

*Mindy Marino*

Executive Assistant to the Superintendent

*"Persons requiring auxiliary aids and services for effective communication such as sign language interpreter, an assistive listening device, or print material in digital format or a reasonable modification in programs, services, policies, or activities, may contact the City of Salem ADA Coordinator at (978) 619-5630 as soon as possible and not less than 2 business days before the meeting, program, or event."*

**Sra. Mary A. Manning  
Sr. James M. Fleming  
Dra. Kristin Pangallo**



**Sra. Beth Anne Cornell  
Sr. Manny Cruz  
Sra. Amanda Campbell**

**Alcaldesa Kimberley Driscoll, Preside**

“Conozca sus Derechos según la Ley de Reuniones Abiertas, M.G.L. c.30A § 18-25 y Secciones de Ordenanzas de la Ciudad 2-2028 hasta 2-2033”

FECHA DE PUBLICACIÓN: 30 de marzo de 2022

**REUNIÓN REGULAR DEL COMITÉ ESCOLAR**

Por la presente se notifica que el Comité Escolar de Salem llevará a cabo una **Reunión regular del Comité Escolar el 4 de abril de 2022 a las 7 p.m.** Esta es una reunión en línea por Zoom.

**Haga clic en el enlace a continuación para unirse al seminario web:**

<https://us06web.zoom.us/j/81330874877?pwd=dTF4dFMreXZQMmpxMVMxZUZCcVRYdz09>

**Contraseña:9wQGud**

**I. Convocatoria a la Sesión Abierta**

**a. Resumen de la Política de Participación Pública (SC Política #6409)**

Lectura en voz alta: *El Comité Escolar de Salem desea escuchar al público sobre temas que afectan al distrito escolar y que están dentro del alcance de las responsabilidades del Comité. Se ofrecerá interpretación al español para quien lo necesite.*

**b. Interpretación al español en vivo**

La interpretación al español se provee en todas las reuniones del Consejo Escolar Regular. Para escuchar estas reuniones con la interpretación al español, por favor vea las instrucciones de abajo:

1. Pulse en **Interpretation** .

2. Pulse en **Spanish**

3. (Opcional) Para escuchar la lengua interpretada solamente, pulse **Mute Original Audio**.

**c. Instrucciones para Participar en el Comentario Público**

Si cualquier miembro de la comunidad de Salem desea participar en el comentario público durante esta reunión, por favor pulsar en el enlace de abajo para registrarse y someter su comentario electrónicamente: <https://forms.gle/SzS9i72SBqvUHFEB7> Un miembro del personal reunirá todos los comentarios que serán compartidos con los miembros antes de finalizar la reunión pública. Los comentarios también serán resumidos en las minutas de la reunión. Por favor, póngase en contacto con Jensen Frost en [jfrost@saalemk12.org](mailto:jfrost@saalemk12.org) o en el 617-285-7567 si tiene alguna pregunta o para informar de cualquier dificultad técnica que experimente.

**II. Aprobación de la Agenda**

**III. Aprobación de la Agenda Consensuada**

a. Acta de la reunión del Comité Escolar realizada el 21-marzo-2022

- b. Aprobación de la orden: 24-mar-2022 - \$789,263.29; 31-mar-2022 - \$258,763.94

**IV. Comentario Público**

Favor de ver arriba para instrucciones sobre cómo participar en los comentarios públicos.

**V. Exhibición estudiantil - Escuela primaria de Witchcraft Heights**

**VI. Reporte del Superintendente**

- a. Presentación del rediseño de Salem High
- b. Actualización del logotipo de las Escuelas Públicas de Salem (SPS en inglés), los valores fundamentales y el eslogan
- c. Memo asunto: Comité Asesor de Estudiantes

**VII. Reporte de la representante estudiantil -Hawa Tabayi**

**VIII. Elementos de Acción: Asuntos Antiguos**

**IX. Elementos de Acción: Asuntos Nuevos**

- a. Deliberar y votar para aceptar y apoyar las recomendaciones del Superintendente sobre los valores fundamentales de las SPS, el logotipo y el eslogan

**X. Reporte de Finanzas y Operaciones**

- a. Transferencias presupuestarias

**XI. Reportes de los Subcomités**

- a. Políticas para segunda lectura
  - i. 3601 Servicios de transporte de estudiantes
  - ii. 1102 Publicidad en las escuelas
- b. Discusión sobre la política 6502 Comité Asesor de Estudiantes

**XII. Inquietudes y Resoluciones del Comité Escolar**

**XIII. Clausura**

Sometido respetuosamente por,

*Mindy Marino*

Asistente Ejecutiva del Superintendente

*“Las personas que requieran ayuda auxiliar y servicios para una comunicación eficiente tal como un intérprete de lenguaje de señas, un dispositivo asistente para escuchar, o material impreso en formato digital o una modificación razonable de programas, servicios, políticas, o actividades, puede ponerse en contacto con el Coordinador ADA de la Ciudad de Salem al (978) 619-5630 a la brevedad y no más de 2 días laborales antes de la reunión, programa o evento.”*





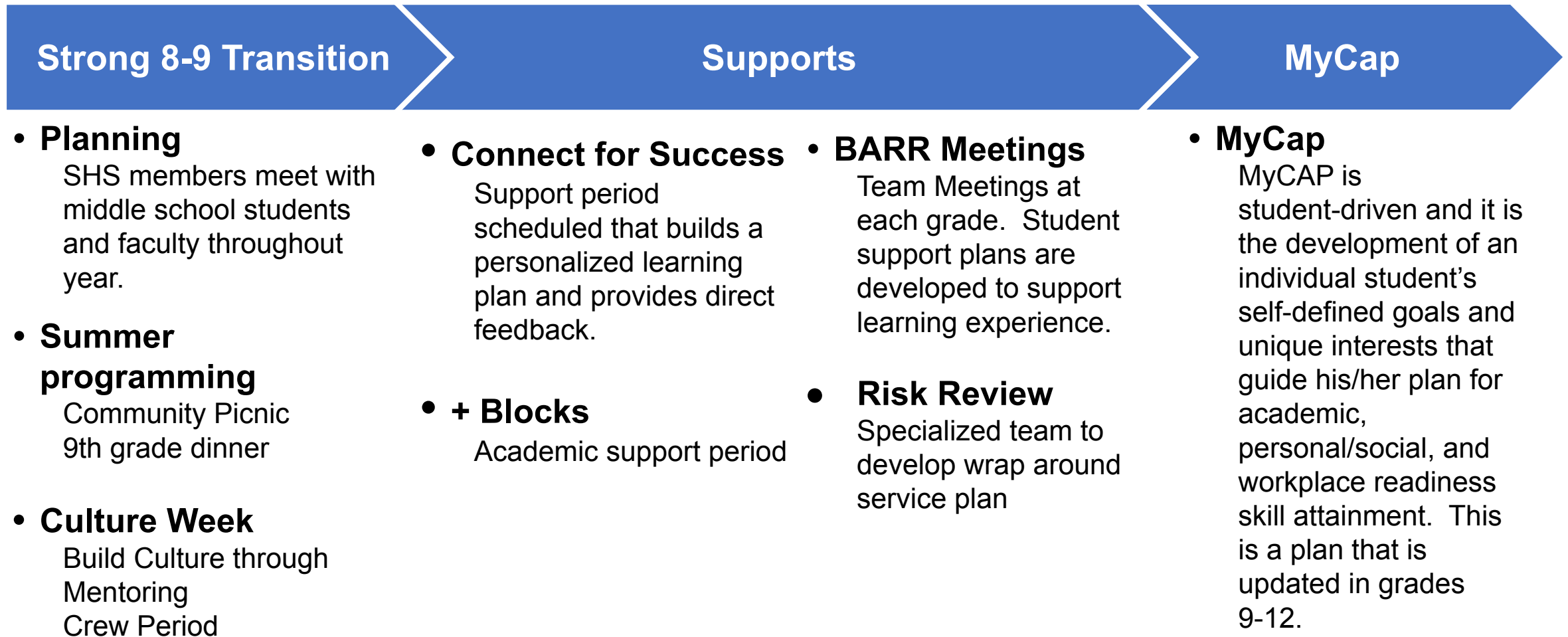
# Salem High School

## Update for the School Committee

April 4, 2022



# Supporting 9th Graders To Stay “On Track”

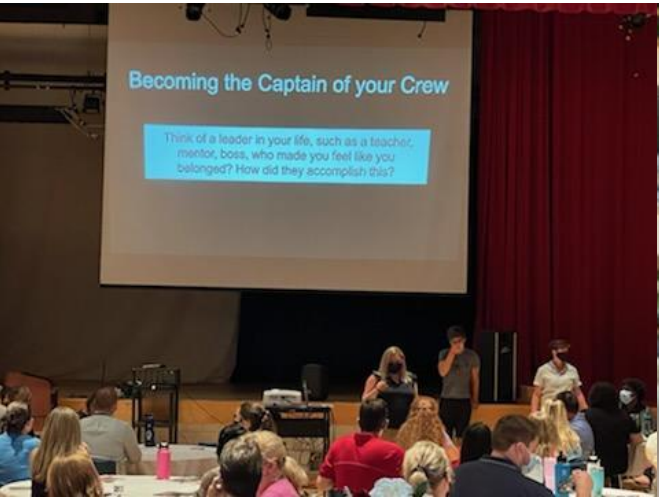




# Culture of Belonging

## \*Grade 9 On Track

2018 - 2019	49.6%
2019 - 2020	34.1%
2020 - 2021	39.6%
Current (Term 2)	74%



\*On Track is defined as passing all scheduled classes



# Culture of Belonging

## Attendance

Year	Average Daily
2018 - 2019	88.5%
2019 - 2020	88.9%
2020 - 2021	82.6%
Current	90%

## Dropout Rate

Year	Dropout Rate
2018 - 2019	25
2019 - 2020	18
2020 - 2021	24
Current	9

## Suspension Rate

Year	Suspension Rate
2018 - 2019	3.9%
2019 - 2020	2.4%
2020 - 2021	.8%
Current	1%



# Improving Vocational Programming

## Quality of Equipment and Resources

## Supports

## Internships

### → Planning

- ◆ Guaranteeing an experience aligned to the MA Technical Vocational Education Frameworks

### → Upgrades Cont.

- ◆ Auto: Revamped shop including extensive tool and equipment upgrades.
- ◆ Electric: Creation of shop that allows hands on approach for both residential and commercial applications.
- ◆ Culinary: new kitchen and partnerships to enhance learning experiences.

### → Advisory Boards

- ◆ Convened advisory boards with members from across multiple industries

\*Currently 25 Opportunities

### → Upgrades

- ◆ Connection to North Shore Community College for advanced coursework in field of trade.

### → Robust Exploratory and Lottery admissions process

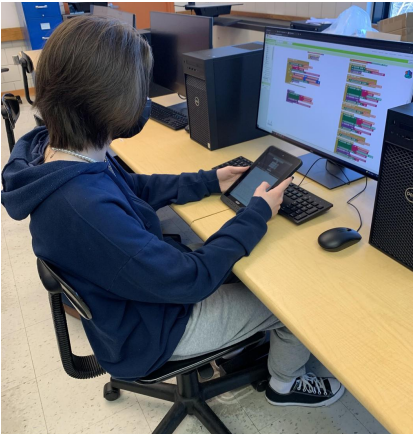




# Culture of Academic and Career Excellence

## Vocational Retention

Year	Completed Exploratory	Continued in a Vocational Track	% Continued on Vocational Track
2018 - 2019	99	48	48%
2019 - 2020	120	82	68%
2020 - 2021	124	96	77%
Current	129	119	92%



# Culture of Academic and Career Excellence



NEW LIBERTY  
INNOVATION SCHOOL

## Career Technical Education

Program	# Students
Carpentry	4
Culinary	9

### 2021-2022:

- Mini bus started February 28
  - Internships
  - Off Site Learning Experiences
  - Transportation between campuses
- Curriculum
  - Maker Space at Salem Prep (Wood Shop Focus)
  - Advanced Coursework at Salem Prep: PLTW Computer Science
  - Bridging Medical Assisting Program between SHS and NLIS

*Salem Prep*

*Est 2007*

### Next Steps:

- Analysis of programs and how to best meet the vocational requirements for NLIS and Salem Prep
- Alignment of schedules so that barriers can be overcome
- Sharing best practices from all three campuses; SEL, student goal setting, and internships

# Culture of Academic and Career Excellence

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## Internship Opportunities

Opportunities	# Students
26	95



- Brooksby Village
- Ecobrics
- Habitat for Humanity ReStore
- Michigan Justice Advocacy
- NE Bio Labs
- Orthopaedics Plus
- Peabody Essex Museum
- Read Trust Internship
- Root
- Salem Access TV
- Salem Hospital
- Salem Sound Coastwatch
- Talbot Electric

- Saltonstall School
- SHS Athletic Department
- SHS Athletic Training
- SHS Art Department
- SHS Automotive
- SHS Community Office
- SHS Information Technology
- SHS Internship Assistant
- SHS Library
- SHS News
- SHS Urban Agriculture
- SPS Information Technology
- Witchcraft Elementary



# Advanced Coursework

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## Programming

- **Planning**  
Building Pathways that align to student interests and workforce demand.
- **Early College**  
Defining new course sequences that deepen learning currently happening at SHS.
- **Expand Offerings**  
Dual Enrollment and PLTW

## Supports

- **+Blocks**  
Academic support periods for all learners in ELA and Math
- **College and Career Counseling**  
Advising that pushes student thinking to align to their post high school goals

## Engagement

- **Clarity**  
Course selection process that is student centered and robust
- **Parent Engagement**  
Increased opportunities for families to be part of course selection process

# Culture of Academic and Career Excellence

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**Advanced Coursework\*  
Enrollment**

Year	Number of Students in A.C.	% of 11th and 12th Graders in A.C.
2018 - 2019	199	43.4%
2019 - 2020	213	47%
2020 - 2021	172	42.5%
Current	191	55%

**Early College**

Year	Number of Students in E.C.
2018 - 2019	45
2019 - 2020	57
2020 - 2021	58
Current	112

\*Advanced Coursework - Percentage of all students enrolled in 11<sup>th</sup> and 12<sup>th</sup> grade that complete at least one advanced course, including but not limited to Advanced Placement (AP), International Baccalaureate (IB), Project Lead the Way (PLTW), dual enrollment for credit, Chapter 74-approved vocational/technical secondary cooperative education programs and articulation agreement courses, and other DESE-selected rigorous courses.

# Culture of Academic and Career Excellence

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**Grade 10: First Year Seminar Course**

**Grade 11: Intro to Entrepreneurship  
Marketing Principles  
Intro to Sociology  
Speech**

**Grade 12: Business Law  
Business Accounting  
Liberal Arts choice**

**Grade 10: Outdoor Recreation and the Environment  
Communication and Civic Engagement**

**Grade 11: Foundations of Writing  
US Constitutional Government**

**Grade 12: Pathway Choice:  
Criminal Justice  
Healthcare**

# By the Numbers

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55% 

- Advanced Coursework taken by juniors and seniors. The list of courses that meet advanced coursework is provided by DESE.

25% 

- 25% of the student body participated in a winter athletic program.

92% 

- 15% Increase from SY 2020-2021 and 40% increase from SY 2018-2019 of students taking vocational exploratory courses and choosing to remain in vocational programming.



# Shifts for next year

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**Early College Growth:** Increased Course offerings and on campus experiences



**College Exploration:** College and University Tours for students and families

**Summer Learning :** Opportunities for credit recovery as well as activities aligned with college and career planning



**College and Career Nights:** Bringing back alumni and industry professionals to share their experiences

**Upgrades:** Continue upgrade of vocational spaces including pharmacy technician training spaces next to medical assisting lab.



**MyCap:** Personalized learning experience based on every child's goals





1. Developing our  
Workforce



2. Academic  
Excellence for All



3. Systems of  
Support



4. Strategy &  
Accountability



# Salem Public Schools

Core Values, Logo, and Tagline  
April 4, 2022



# Core Values

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- Core values are the most deeply held beliefs of an organization.
- Core values provide clarity of purpose and drive the vision of an organization.
- Core values serve as a compass and guide our actions and behaviors.

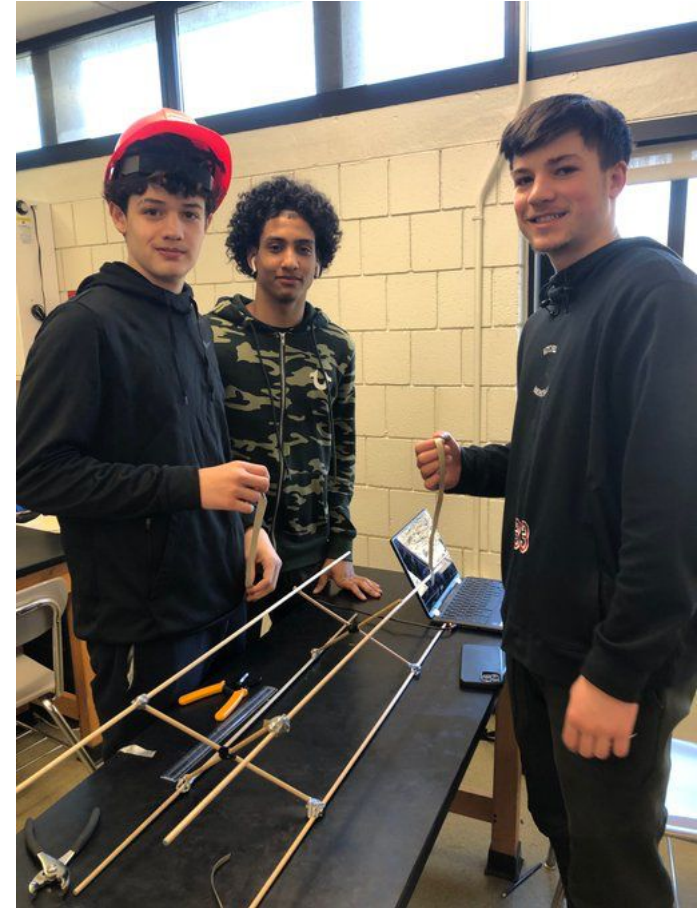




# The Process

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- The COVID pandemic presented an opportunity for reflection and dialogue about what matters the most in this moment.
- Feedback was collected this past fall through surveys and focus group conversations with students, families, and staff.
- In December, we presented a first round of themes based on synthesizing our feedback from all stakeholders.





# Consistent Themes

Equity	Community	Relationships
Inclusion	Safety	Joy
Empathy	Belonging	Pathways to success



# Where We Landed....

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<i><b>Belonging</b></i>	<i><b>Equity</b></i>	<i><b>Opportunity</b></i>
We believe all members of our <b>community</b> are valued and that our <b>relationships</b> are built on <b>empathy</b> and respect.	We believe in promoting <b>social justice</b> to ensure an <b>inclusive</b> school community where all members are <b>empowered</b> and <b>engaged</b> .	We believe all students should receive a <b>personalized</b> experience to achieve academic success, find <b>joy</b> in their learning, and have multiple choices for their post-secondary plans.

# Culture of Practice

***Culture of Practice:*** What are the actions and behaviors that bring our core values to life?

## Next Step

- Translate our core value statements into a culture of practice in our schools, classrooms, and all events associated with the SPS



# Logo and Tagline- Why Change?

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## ***Salem Public Schools needs its own district logo***

- Salem Public Schools has always relied on the City seal to represent the district, and currently uses a logo that was created for Destination Salem. It is long overdue for us to establish a unique identity that unites our school district.



# Logo & Tagline Input Process

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**Goal:** To solicit as much input as possible to inform the final logo design and tagline

We had an original set of logos to start with and engaged in the following ways:

- Staff survey with 78 responses, and follow up with 72 responses
- Family survey with 306 responses
- Input from teacher advisory group
- Executive team input
- School Committee- December 20<sup>th</sup> meeting and Jan. 22<sup>nd</sup> retreat

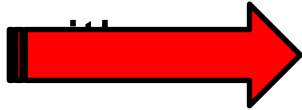
# Logos

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## Feedback:

- People look like ghosts
- Clip “artish”
- Doesn’t really represent our students
- Need to better align with values
- Representation of different abilities
- Gender neutral



**SALEM**  
PUBLIC SCHOOLS  
*Where belonging leads to opportunity*

# Tagline

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- Tagline is essential in order to make a connection between the logo and value statements
- We surveyed staff and shared proposed tagline with a variety of stakeholders (over 2/3 of those surveyed voted in the affirmative)

**Tagline Proposed:** *Where Belonging Leads to Opportunity*





# SALEM PUBLIC SCHOOLS

*Where belonging leads to opportunity*

- We believe all members of our **community** are valued and that our **relationships** are built on **empathy** and respect.
- We believe in promoting **social justice** to ensure an **inclusive** school community where all members are **empowered** and **engaged**.
- We believe all students should receive a **personalized** experience to achieve academic success, find **joy** in their learning, and have multiple choices for their post-secondary plans.



To: School Committee  
From: Steve Zrike, Superintendent  
Re: Scholarships for Student Advisory Committee Members  
Date: April 4, 2022

I wanted to follow up on two items pertaining to the discussion of a scholarship award for student officers of the Student Advisory Committee.

- The Committee asked that we look into how many students are provided with a scholarship for holding a leadership position as part of a club, sport, etc. Currently, there are no such cases of students being awarded a scholarship for holding a leadership position.
- I was also asked if other districts compensate/incentivize students who serve as Student Advisory Council members. According to SC member Ms. Campbell, Boston, Haverhill and Walpole are three districts that share this practice.

**Stephen Zrike, Jr., Ed.D.**  
**Superintendent**



**City of Salem**  
**Salem Public Schools**

**MEMORANDUM**

To: Salem School Committee

From: Mary C. DeLai

Date: April 4, 2022

Re: FY22 Budget Transfer Request 4

—

The Teaching and Learning Department requests the following transfer be made from various accounts to Regular Day Instructional Supplies to fund the purchase of core instructional materials.

Account Description/Use	Account Number	Amount From	Amount To
Admin/Supp Office Supplies	13032041-5421	\$557.00	
Reg Day Dues & Sub	13570141-5730	\$5,419.00	
Reg Day Contracted Services	13570141-5320	\$25,031.00	
Prof Dev Education Training	13990161-5317	\$10,064.00	
Prof Dev Personnel Stipends	13990160-5150	\$41,853.00	
Reg Day Fringe/Stipends	13570140-5150	\$40,000.00	
Reg Day Instructional Supplies	13570141-5514		\$122,924.00

I recommend approval of the transfer.



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**MEMORANDUM**

To: Salem School Committee

From: Mary C. DeLai

Date: April 4, 2022

Re: FY22 Budget Transfer Request 5

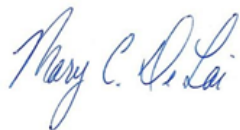
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The Special Education Department requests the following transfer be made from Special Education Tuition-Private to In-District Special Education Transportation to fund in-district special education transportation vendor expenses.

Account Description/Use	Account Number	Amount From	Amount To
Special Ed Tuition-Private	13640161-5324	\$200,000	
In-District Special Education Transportation	13640181-5333		\$200,000

I recommend approval of the transfer.



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**MEMORANDUM**

To: Salem School Committee

From: Mary C. DeLai

Date: April 4, 2022

Re: FY22 Budget Transfer Request 6

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The Business Office requests the following transfer be made from various accounts to Reg Day Pupil Transportation for Regular Ed transportation costs.

Account Description/Use	Account Number	Amount From	Amount To
Special Ed Transportation Personnel	13640180-5112	\$60,000.00	
Regular Ed Transportation Personnel	13570150-5112	\$100,000.00	
Special Ed Clerical Personnel	13640180-5160	\$40,000.00	
Vehicle Repairs	13640181-5244	\$40,000.00	
Reg Day Pupil Transportation	13570151-5333		\$240,000.00

I recommend approval of the transfer.



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**MEMORANDUM**

To: Salem School Committee

From: Mary C. DeLai

Date: April 4, 2022

Re: FY22 Budget Transfer Request 7

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The Athletic Department requests the following transfer be made from GEN FUND Transportation to Ath/St Act Contracted Service to be used for Athletic transportation expenses.

Account Description/Use	Account Number	Amount From	Amount To
GEN FUND Transportation	13451080-5112	\$27,000.00	
Ath/St Act Contracted Service	13451021-5320		\$27,000.00

I recommend approval of the transfer.



## COMMUNITY RELATIONS

1000

### COMMUNICATIONS WITH THE PUBLIC

1100

#### ADVERTISING IN THE SCHOOLS

1102

The purpose of this policy is to limit advertising in the schools and the use of schools to distribute commercial and promotional material. The goal is that both the superintendent and the building principal approve all such material in advance of any use.

To advance this general policy, the following specific restrictions on the presence of advertising in the schools and use of schools to disseminate material are adopted.

~~Salem Public Schools~~ material and announcements ~~made by the city~~ may be distributed to parents through the school system with no advance approval required. ~~Such announcements include, for example, notices of recycling programs, civic functions, and the like.~~ All such announcements and/or material must be distributed in both English and Spanish.

~~Political announcements may not be distributed through the school system.~~

Use of school property for advertising purposes is prohibited except when approved by the ~~superintendent and the building principal and the School Committee.~~ Such approval will only be granted when there is a demonstrated educational benefit derived from the use. ~~Approval will be indicated by a stamp from the superintendent's office. An example would be a set of bulletin boards placed and maintained by a private company to present uplifting and educationally useful information. Space is reserved on those boards for advertisements and this is permissible if the building principal approved of each advertisement and retains the right to remove those that are not consonant with school policy. If there is any question about appropriateness of any such use of school property, the matter should be referred to the superintendent's office.~~ The superintendent will refer to the School Committee any matters of major import.

~~Any distribution submitted instigated by a private party shall be marked as such as to distinguish it from an official school department correspondence. All such materials must be presented through the superintendent's office and then to the building principal for approval.~~

~~There may be allocated special bulletin boards placed in schools on which public notices may be freely posted. Space on these boards will be on a first come first served basis with priority granted to students in the school. Others may post notices with the permission of the principal clearly marked on the notice. These notices are limited to job offers and information of interest to the school community at large such as club meetings and other public organizations. The school may charge a fee for the placement of any advertising on its property, but no such fee-generating ads will be placed without express~~



approval of the school committee. This includes all use of school property including parking lots. ~~No advertisements~~ will be placed within or attached to school buildings with the exception of gymnasiums used for interscholastic sporting events. ~~It is~~ recognized that any advertisements used in conjunction with sporting events may be removed or covered when that event is not occurring. (discuss at next meeting)

If an outside ~~educational institution or non-profit company~~ wishes to ~~engage~~ use students ~~in a study for an experiment such as piloting a television program,~~ and wishes to solicit interested parties through the system, permission of each ~~and every~~ parent/guardian must be obtained, and permission must be granted by the School Committee for such a solicitation. Governmental surveys and educational inquiries (doctoral dissertations etc.) need superintendent's approval only. (include the parents)

Through each school's student handbook, parents are to be made aware that ~~throughout the school year~~ students may be photographed or have their pictures otherwise used by local newspapers, cable access television, ~~SPS social media,~~ and/or other such media outlets. Parents will have the opportunity to deny access to their child's pictures for the aforementioned use.

Approved: 12/03/07

Reviewed: December 2016

Reviewed by Policy Sub Meeting December 14, 2021 to send to Regular SC 12/20/21



<b>SCHOOL COMMITTEE</b>	<b>6000</b>
<u>SCHOOL COMMITTEE ADVISORY COMMITTEES</u>	6500
STUDENT ADVISORY COMMITTEE	6502

As required by law, it shall be the policy of the Salem School Committee to meet at least once every other month when school is in session with the student advisory committee consisting of 5 members elected by the student body of Salem High School.

Draft proposal:

In recognition of service to the Salem School Committee and the Salem school community, the chair of the Student Advisory Council will receive a scholarship of \$1,000 and the four officers listed in the council's bylaws will receive a scholarship of \$500. These scholarships will be awarded for each full year of service upon graduation ~~or withdrawal from the district~~, and are to be used for post-secondary endeavors, such as college/university expenses, entrepreneurship, vocational training, and/or a career in the military. If a student were to withdraw prior to completion of graduation in the Salem Public Schools, the student will need to provide proof of high school diploma to receive scholarship.

Legal Reference: MGL 71:38M

Reviewed: October 2016

Suggested edits made in Policy Subcommittee Meeting 12/14/21 for further discussion among the full committee.